DOCUMENT RESUME

ED 145 889 JC 770 507

TITLE	Fund Raising.
INSTITUTION	Community Health Foundation, Evanston, Ill.
PUB DATE	[76]
NOTE	30p.; Best copy available
EDRS PRICE	MF-$0.83 HC-$2.06 Plus Postage.
DESCRIPTORS	Alumni; Community Colleges; Educational Economics; *Educational Finance; Federal Aid; *Financial Support; *Fund Raising; Grants; Higher Education; *Junior Colleges; Nonpublic School Aid; *Private Financial Support; *Public Schools; School Funds; State Schools; Statistical Data
IDENTIFIERS	*Fund Raising

ABSTRACT

This document summarizes fund-raising information drawn from 28 State University of New York (SUNY) community colleges. It includes: a summary sheet of statewide statistics; a summary of private giving to community colleges; a campus-by-campus chart of SUNY's community college federal and private fund-raising efforts; a summary chart of national data on private support of public and private colleges; a list of titles of SUNY community college federal/private funds coordinators; a report on university-wide private fund raising; and a speech about private support for community colleges. While the document is directed to SUNY community college presidents, it would also be useful to anyone involved in community college fiscal planning and/or development. (RT)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED145889

State University of New York
99 Washington Avenue
Albany, New York 12246

Associate Chancellor
for Community Colleges

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

SUNY Community College Office

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

MEMORANDUM

To: Community College Presidents

From: Charles A. Burns CAB
Assistant University Dean

BEST COPY AVAILABLE

Subject: Fund Raising

At long last, we've collected enough fund-raising information from SUNY's community colleges to provide you with some meaningful data on the topic.

Accordingly, I've enclosed the following for your review:

1) a summary sheet of statewide statistics

2) a "focus" on the potential for private giving to SUNY community colleges

3) a campus-by-campus chart of SUNY's community colleges' federal and private fund-raising efforts

4) a summary chart from the Council for Financial Assistance indicating some national data on private support

5) lists of titles reported for those involved in both federal and private support

6) a report on University-wide private fund raising to the SUNY Board of Trustees from the Central Administration Office of University Affairs

7) a speech to community college presidents on the topic of private support for community colleges presented recently by Jim Van Houten, the University's Coordinator for Alumni Affairs.

JC 770 507

Because of the great variance of effort in private and federal fund raising, I won't attempt to describe any trends or recommend any statewide plans of action. Suffice to say that the University's community colleges do fairly well in obtaining federal program grants and, in general, rather poorly in attracting private gifts. After reviewing your college's activities in comparison with other community colleges, both in and outside of New York, you may wish to alter your approach to fund raising, or at least investigate your college's

potential for increased federal and private support. Either I or members of the University Affairs staff would be pleased to assist you in enhancing or facilitating campus efforts. All you have to do is call.

Some interesting facts which have been indicated by our data:

- Two-year colleges around the country (104) which are involved in private fund raising report an average annual yield of about $180,000.
- Nine SUNY colleges reported that no one is assigned in the area of private fund raising.
- There are few full-time federal grants people and no full-time private fund-raisers at SUNY community colleges.
- There is almost no money being given by SUNY's community college alumni to those colleges.
- The average annual figure for private fund raising at SUNY's community colleges (about $24,000) is higher than the 1976 figure reported by 13 state-operated campuses.

It is my belief that in these times of governmental fiscal conservatism, community colleges may turn more often to the private sector and federal government for additional funds. Especially in the area of private fund raising, such institutional advancement leads not only to community understanding, but to resources which make a real educational difference. We should carefully evaluate the persuading concepts inherent to each college in an effort to motivate prospective donors to give.

Please feel free to contact me with any questions you may have concerning this report.

Community College Fund-Raising Statistics

1976

Total - SUNY Community Colleges (28 who responded)

Private Assets.		$2,444,398
Private Funds Raised in 1976.		$ 656,545
Alumni	$ 3,915	
Non-alumni Individuals and Foundations	$322,648	
Corporations	$260,139	
Other (or not itemized)	$ 69,843	

College Averages, Highs and Lows

Private Assets:	Average	$ 94,015
	High	$592,989
	Low	$ 0
Private Funds Raised in 1976:	Average	$ 24,316
	High	$153,430
	Low	$ 0
Alumni:	Average	$ 145
	High	$ 2,300
	Low	$ 0
Non-Alumni Individuals or Foundations:	Average	$ 11,949
	High	$153,430
	Low	$ 0
Corporations:	Average	$ 9,634
	High	$ 72,500
	Low	$ 0

A FOCUS ON COMMUNITY COLLEGE
PRIVATE GIVING

Gifts Received Nationally:

Total $18.7 mil.

	Dollars	Percent of Total
Alumni	$2.0 mil.	10.8%
Non-Alumni	$7.0 mil.	37.0%
Corporations	$2.1 mil.	11.3%
Foundations	$3.0 mil.	15.7%
Other	$4.6 mil.	25.2%

Gifts to SUNY:

Total $656,545

	Dollars	Percent of Total
Alumni	$ 3,915	1.0%
Non-Alumni	$322,648	49.0%
Corporations	$260,139	38.0%
Other	$ 69,843	12.0%

SUNY Gift Potential:

Total $1.7 mil.

	Dollars	Percent of Total
Alumni	$170,000	10.0%
Non-Alumni	$629,000	37.0%
Corporations	$192,100	11.3%
Foundations	$266,900	15.7%
Other	$442,000	26.0%

SUNY gift potential estimates based on alumni figure as 10% of total (national average). SUNY alumni dollar estimate based upon number of alumni, average percent of alumni giving nationally and average gift nationally.

SUNY Community College Fund Raising

1976

College	Has Foundation?	Assets of Foundation or Other Organization Holding Private Funds	FEDERAL FUNDS	(Direct Student Aid)	(Other Federal Aid)	PRIVATE FUNDS	(Alumni)	(Individuals)	(Corporations
1	No	$ 13,294.	$ 299,469.	$ 263,468.	$ 36,001.	$ 4,826.	$ 85.	$ 1,936.	$ 2,805.
2	Yes	$ 57,700.	$ 598,635.	$ 116,656.	$481,979.	$ 23,017.	$ 600.	$ 1,415.	$ 21,002.
3	No	$115,022.	$ 440,048.	$ 405,900.	$ 34,148.	$ 18,620.	$ 0.	$ 6,120.	$ 12,500.
4	Yes	$ 8,000.	NA	NA	NA	$ 3,000.	$ 0.	$ 3,000.	$ 0.
5	No	$ 0.	$ 239,800.	$ 200,000.	$ 39,800.	$ 950.	$ 0.	$ 700.	$ 250.
6	Yes	$ 28,000.	$ 899,245.	$ 895,245.	$ 4,000.	$ 12,058.	$ 0.	$ 8,315.	$ 3,744.
7	Yes	$ 0.	NA	NA	NA	$ 0.	$ 0.	$ 0.	$ 0.
8	Yes	$ 55,000.	NA	NA	NA	$ 55,000.	$ 0.	$ 5,000.	$ 50,000.
9	Not Available								
10	Yes	$ 5,000.	NA	NA	NA	$ 0.	$ 0.	$ 0.	$ 0.
11	Yes	$402,984.	$ 556,777.	$ 356,990.	$199,787.	$ 37,070.	$ 0.	$ 5,018.	$ 32,052.
12	No	$ 0.	$ 717,436.	$ 485,852.	$231,585.	$ 17,376.	NA	NA	NA
13	Yes	$161,245.	$ 385,749.	$ 349,089.	$ 36,660.	$ 9,647.	$ 330.	$ 5,894.	$ 3,423.
14	No	$ 0.	$1,575,661.	$1,176,759.	$398,902.	$ 0.	$ 0.	$ 0.	$ 0.
15	No	$ 0.	$ 820,354.	$ 459,998.	$360,356.	$153,430.	$ 0.	$153,430.	$ 0.

SUNY Community College Fund Raising

1976

College	Has Foundation?	Assets of Foundation or Other Organization Holding Private Funds	FEDERAL FUNDS	(Direct Student Aid)	(Other Federal Aid)	PRIVATE FUNDS	(Alumni)	(Individuals)	(Corporation
16	No	$ 50,272.	$ 395,819.	$ 386,700.	$ 9,119.	$ 28,131.	$ 0.	$ 24,792.	$ 3,339.
17	Yes	$105,715.	$ 786,490.	$ 713,408.	$ 73,082.	$ 5,325.	$ 100.	$ 0.	$ 5,225.
18	No	$592,989.	$1,628,539.	$1,287,993.	$340,546.	$ 90,000.	$ 0.	$ 17,500.	$ 72,500.
19	No	$ 0.	$1,488,025.	$1,284,025	$204,000.	$ 3,600.	$ 0.	$ 3,100.	$ 500.
20	No	$ 710.	$ 728,050.	$ 626,003.	$102,047.	$ 7,832.	$ 0.	$ 0.	$ 4,807.
21	Yes	$ 949.	NA	NA	NA	$ 400.	$ 0.	$ 400.	$ 0.
22	No	NA	$ 992,000.	$ 887,000.	$105,000.	$ 0.	$ 0.	$ 0.	$ 0.
23	Yes	$562,287.	$ 191,894.	$ 109,658.	$ 82,326.	$ 26,795.	$2,300.	$ 15,831.	$ 7,664.
24	Yes	$ 12,658.	$1,010,970.	$1,010,970.	NA	$ 4,763.	$ 0.	$ 563.	$ 4,200.
25	Not Available								
26	No	$ 0.	$2,045,979.	$1,695,797.	$350,182.	$ 12,000.	$ 0.	$ 12,000.	$ 0.
27	Yes	$ 57,918.	$ 626,587.	$ 607,789.	$ 18,798.	$ 68,810.	$ 0.	$ 46,440.	$ 22,370.
28	Yes	NA	$ 507,149.	$ 315,058.	$192,091.	NA	NA	NA	NA
29	Yes	$ 70,000.	$ 421,295.	$ 145,063.	$276,232.	$ 25,451.	$ 500.	$ 11,194.	$ 13,758.
30	Yes	$144,655.	$2,670,739.	$1,262,855.	$1,407,884.	$ 48,444.	$ 0.	$ 0.	$ 0.

SUMMARY TABLE 1: VOLUNTARY SUPPORT RECEIVED IN 1975-76 BY ALL INSTIUTIONS PARTICIPATING

Group and Number of Institutions	Volume of Support			Sources of Support						Forms of Giving	
	1. Grand Total of Support	2. Current Operations	3. Capital Purposes	4. Business Corporations	5. Religious Denominations	6. Alumni	7. Non-Alumni Individuals	8. General Welfare Foundations	9. Other Groups & Sources	10. Bequests (% of Total Gifts)	11. Annuities, Life Contracts, Insurance (% of Total Gifts)
Major Private Universities (71)	$ 731,914,327 (100.0%)	$ 402,494,399 (55.0%)	$329,419,928 (45.0%)	$110,426,399 (15.1%)	$ 13,493,886 (1.8%)	$217,536,651 (29.7%)	$160,552,165 (22.0%)	$188,257,295 (25.7%)	$ 41,647,931 (5.7%)	$137,226,766 (18.7%)	$24,333,295 (3.3%)
Private Men's Colleges (16)	24,852,058 (100.0%)	10,236,117 (41.2%)	14,615,941 (58.8%)	1,388,974 (5.6%)	2,338,740 (9.4%)	12,469,626 (50.2%)	4,416,332 (17.8%)	3,683,290 (14.8%)	655,096 (2.2%)	3,357,883 (13.5%)	920,977 (3.7%)
Priv. Women's Colleges (81)	74,422,422 (100.0%)	36,728,225 (49.3%)	37,694,197 (50.7%)	6,296,941 (8.5%)	4,546,680 (6.1%)	28,643,619 (38.5%)	20,406,716 (27.4%)	12,891,270 (17.3%)	1,637,196 (2.2%)	14,771,507 (19.8%)	3,561,079 (4.8%)
Priv. Coed. Colleges (448)	470,983,400 (100.0%)	250,905,991 (53.3%)	220,077,409 (46.7%)	64,145,560 (13.6%)	63,859,063 (13.6%)	105,426,867 (22.4%)	132,308,532 (28.1%)	86,322,381 (18.3%)	18,920,997 (4.0%)	58,269,399 (12.4%)	18,911,514 (4.0%)
Prof. & Special. Schls (55)	93,036,051 (100.0%)	40,658,090 (43.7%)	52,377,961 (56.3%)	8,344,452 (9.0%)	13,697,000 (14.7%)	9,028,446 (9.7%)	24,822,690 (26.7%)	33,874,540 (36.4%)	3,268,923 (3.5%)	14,998,096 (16.1%)	2,070,164 (2.2%)
Public Insitutions (216)	476,915,298 (100.0%)	359,275,570 (75.3%)	117,639,728 (24.7%)	105,103,795 (22.0%)	269,358 (N.S.)	85,968,553 (18.0%)	97,817,821 (20.5%)	102,683,998 (21.6%)	85,271,772 (17.9%)	49,099,881 (10.3%)	6,467,494 (1.4%)
Junior Colleges (104)	18,708,870 (100.0%)	12,905,698 (69.0%)	5,803,172 (31.0%)	2,106,020 (11.3%)	3,344,224 (17.8%)	2,016,823 (10.8%)	6,920,772 (37.0%)	2,843,225 (15.7%)	1,377,806 (7.4%)	1,632,987 (8.7%)	658,910 (3.5%)
TOTAL (991)	$1,890,832,426 (100.0%)	$1,113,204,090 (58.9%)	$777,628,336 (41.1%)	$297,812,141 (15.7%)	$101,548,952 (5.4%)	$461,090,585 (24.4%)	$447,045,028 (23.6%)	$430,655,999 (22.8%)	$152,679,721 (8.1%)	$279,356,510 (14.8%)	$56,923,433 (3.0%)
Priv. Secondary & Elementary Schools (338)	112,435,792 (100.0%)	43,140,245 (38.4%)	69,295,547 (61.6%)	3,501,497 (3.1%)	862,996 (0.8%)	36,511,055 (32.5%)	44,285,649 (39.4%)	22,447,737 (19.9%)	4,826,858 (4.3%)	9,160,783 (8.1%)	1,737,893 (1.5%)
GRAND TOTAL (1,329)	$2,003,268,218 (100.0%)	$1,156,344,335 (57.7%)	$846,923,883 (42.3%)	$301,313,638 (15.1%)	$102,411,948 (5.1%)	$497,601,640 (24.8%)	$491,330,677 (24.5%)	$453,103,736 (22.6%)	$157,506,579 (7.9%)	$288,517,302 (14.4%)	$58,661,326 (2.9%)

SUMMARY TABLE 1 (continued)

Group and Number of Institutions	Support Through The Annual Fund						Total Non-Alumni Parent Support		Corporation Matching Gifts		Vital Statistics	
	12. Total No. of Alumni of Record	13. No. of Alumni Solicited thru Annual Fund	14. No. of Alumni Donors to the Annual Fund	15. $ Value Alumni Gifts to the A.F.	16. $ Value Non-Alumni Gifts to the A.F.	17. $ Value Total Gifts to the A.F.	18. # of Non-Alumni Parent Donors For All Purposes	19. Contribs. By Non-Alumni Parents For All Purposes	20. Corporate Support From Corp. Match. Gift Progs.	21. Total # of Gfts Matched	22. Expenditures Educational & General & Student Aid	23. Endowment Market Value
Maj. Private Univ. (71)	3,914,948	3,397,081	718,318	$ 70,539,288	$ 2,732,236	$111,949,782	34,348	$ 4,878,354	$ 5,531,626	41,639	$ 5,104,989,067 (70 inst.)	$ 7,850,571,166 (69 inst.)
Priv. Men's Colleges (16)	104,885	88,078	32,217	2,664,850	386,963	5,459,270	8,408	481,019	259,802	1,742	59,580,211 (16 inst.)	132,633,345 (9 inst.)
Priv. Women's Colleges (81)	650,624	583,976	181,113	17,417,505	1,407,073	31,031,948	18,792	2,612,133	1,045,371	7,367	303,210,275 (81 inst.)	611,216,380 (75 inst.)
Priv. Coed. Colleges (448)	3,758,334	3,219,311	692,691	46,878,269	5,472,647	115,247,108	71,038	8,773,227	4,704,889	34,011	2,172,508,807 (441 inst.)	2,761,459,625 (405 inst.)
Prof. & Special. Schls (55)	374,101	297,257	39,409	2,754,446	121,013	8,256,685	1,173	391,525	315,323	2,357	335,632,504 (55 inst.)	522,252,261 (50 inst.)
Public Institutions (216)	8,440,126	6,515,090	839,363	43,785,563	364,673	70,393,502	19,635	548,198	2,184,937	21,224	10,735,922,781 (201 inst.)	1,574,427,257 (164 inst.)
Junior Colleges (104)	379,521	248,785	24,856	1,396,730	251,959	3,852,491	4,328	454,768	58,049	687	521,941,864 (99 inst.)	37,839,830 (68 inst.)
TOTAL (991)	17,622,540	14,347,578	2,527,967	$185,436,651	$10,736,564	$348,190,786	157,722	$18,139,222	$14,099,997	109,227	$19,233,785,509 (963 inst.)	$13,490,399,864 (840 inst.)
Priv. Secondary & Elementary Schools (338)	780,647	706,926	164,889	13,474,418	11,071,443	36,565,725	74,781	24,716,303	1,088,965	4,865	486,248,449 (329 inst.)	623,040,293 (290 inst.)
GRAND TOTAL (1,329)	18,403,187	15,054,504	2,692,856	$198,911,069	$21,808,007	$382,756,511	232,503	$42,855,625	$15,188,962	114,092	$19,720,033,958 (1,292 inst.)	$14,113,440,157 (1,130 inst.)

TITLES
FEDERAL AID COORDINATORS
SUNY COMMUNITY COLLEGES

Administrative Provost

Assistant to the President

Assistant to the President for College Development

Assistant to the President for Planning and Development

Associate Dean of Administration

Association Dean, Institutional Services

Associate Dean of Instruction

Associate Dean, Research and Development

Coordinator of Federal Projects

Coordinator of Grants & Supplemental Funding

Coordinator of Occupational Education

Dean of Administration -- 2

Dean of the College

Dean of Curriculum and Instruction

Dean, Planning and Informational Services

Director of Educational Research

Director of Grants and Funded Projects

Director of Institutional Research -- 2

Director of Planning and Development

Director of Public Relations

Director of Research

Director of Special Programs

Director of Student Personnel

Division of Institutional Planning

Executive Vice President

Funding Coordinator

Grants Coordinator

TITLES
PRIVATE FUND-RAISING COORDINATORS
SUNY COMMUNITY COLLEGES

Assistant to the President -- 3

Assistant to the President for College Development

Coordinator of Grants & Supplemental Funding

Director of Business & Finance

Director of Financial Aid

Director of Public Relations

Director of Student Financial Aid

Executive Director of the Foundation -- 3

Faculty Scholarship Committee

Member, Board of Trustees, Chairman of Foundation

No one assigned -- 9

President of the Foundation

President (College) -- 2

Trustee-Chairman, Scholarship Committee

A REPORT ON SUNY'S FUND-RAISING ACTIVITIES

In June 1975 the Board of Trustees commissioned a study of the University's fund-raising potential. The objective of the study by the consulting firm, Brakeley, John Price Jones, Inc., was to investigate and analyze the University's current development activities and to recommend a plan with all the specifications needed to implement that plan. The Brakeley team made its recommendations to the Trustees in February 1976. These included:

- that SUNY should tell its story effectively to those around the State who can give major gifts or who can provide the leadership to interest others in the needs of SUNY as a whole and individual campuses. A program of image-building must be implemented by SUNY Central and by the campuses;

- that each campus and SUNY Central must address themselves to developing a specific table of needs;

- that no attempt be made to implement the Brakeley recommendations until estimated budgets for at least the first year of operation have been developed and the commitment for these expenditures has been made;

- that a great deal of education and cultivation of potential leaders and prospective donors must take place before dramatic increases will occur.

The Brakeley study is a diagnostic study, and not a work plan. It summarizes problems or negative factors and advantages or positive factors affecting SUNY's development effort and proposes certain general recommendations for action.

In July 1976, following then Vice Chancellor for University Affairs Clif Thorne's departure from SUNY, the Chancellor assigned Associate Chancellor Bill Ingler to prepare and implement a program of public service for the University and its campuses, reaching beyond the normal basic teaching and research functions; and,

on an ad hoc basis, to prepare a development implementation plan or work plan, translating the Brakeley findings and other sources into a more detailed work program for fund raising.

The Office of University Affairs, because of its close association with campus development activities, worked closely with Bill in developing a work plan, so that no time would be lost pending the arrival of a new vice chancellor for university affairs. The Brakeley study had created a new awareness at many campuses of the importance of private giving, and every effort was made to maintain the momentum. Also, in September 1976, the University Affairs staff met with Chancellor Boyer prior to his departure for London. At this meeting he instructed the University Affairs staff to move "aggressively" to assist the campuses in their alumni and development activities.

Bill Ingler completed his report in December 1976, recommending:

- that the University leadership, in an organized program, initiate direct-contact functions with civic and philanthropic leadership;

- that University-wide and campus level case statements be constructed, making clear the necessity of outside support to supplement State support;

- that certain legal problems surrounding the provision of State supported staffing for fund raising be resolved;

- that a permanent expert be hired full-time within Central Staff to assist the campuses and to custom-design an approach to University-wide/multi-campus fund raising that would not be dependent upon the existing Research Foundation as the chief mechanism, and that would take into account the unique problems and limitations of this University as a multi-campus system.

Bill Ingler's work, in development planning, led to the first comprehensive

data base on SUNY's private giving, which has provided Central Administration with a useful profile of campus alumni/development staffing and activity.

Throughout these past two years, the Office of University Affairs has been engaged in an extensive and intensive program of educating and assisting the campuses in alumni activities. Several months ago, Jim Van Houten, coordinator of alumni affairs, officially added development to his responsibilities because of the close relationship of alumni programming to development.

To date the coordinator of alumni affairs has made over 80 visits to 52 different campuses, sent 60 mailings to the campuses concerning alumni and development activities, has addressed 15 alumni boards, 4 foundation boards and a campus board of trustees. He has conducted, organized and participated in 20 workshops on such topics as the annual fund, alumni/development information and gift processing systems, direct mail techniques, and alumni programming activities. He has spoken before virtually every University constituency on alumni/development activities.

The Office of University Affairs staffs and assists the University's College and University Relations Council (SUNY/CURC), which comprises communications, alumni and development staff, promoting an awareness of the appropriate organizational model for an institutional advancement program--one where a communications specialist, an alumni program specialist and a development/foundations specialist report to a senior officer, be it a vice president for college relations or an assistant to the president. This model promotes a necessary sense of interdependence and interrelationship of all external relations activities. In support of this effort SUNY/CURC membership now includes alumni and foundation staffers.

Our office works closely with the Confederation of Alumni Associations. Our goal this year is to assist the Confederation Executive Council to expand its

communications program with campus alumni association presidents and with other influential alumni leaders. The Council's initial activity in this regard was to host the first meeting ever with the chairman of the University's Board of Trustees and all the SUNY alumni association presidents as part of the Confederation's annual conference program. It is our intention to encourage such efforts which provide campus alumni leaders with a greater opportunity to participate in Confederation activities and in consultations affecting University-wide developments.

On June 29 the Office of University Affairs is sponsoring another first--a workshop for all of SUNY's foundation directors and campus staff who have the responsibility for fund raising in order to inform them as a group of the development activities that are taking place at the campus and University-wide level, and of the support Central Administration plans to offer the campus fund-raising staffs. Acting Chancellor Kelly added increased momentum to our efforts when he asked that our office prepare and submit a proposal to him for a central coordinator of development activities and to prepare this report.

We are currently preparing a job description delineating the coordinator's overall responsibilities. The primary responsibility, of course, will be to assist campuses in launching or strengthening their development programs, just as Jim Van Houten has done so successfully in the alumni area.

The Chancellor's interest also prompted the first meeting with representatives from the offices of University Counsel, Finance and Business, and Employee Relations to develop an understanding about some of the fund-raising obstacles and concerns that must be resolved if Central Administration is to be most effective in assisting the campuses effectively.

As evidence that our activities are making progress, I am pleased to report that after considerable effort and negotiations alumni positions have been approved by

the Division of the Budget as legitimate, State-funded lines. Campuses have already been contacted regarding reclassification and reallocation of funds to support alumni positions.

Major emphasis was devoted to achieving this official recognition, because we believe that alumni programming must be established before a development effort can be fully successful. Where there is a strong development program, one will invariably find a strong alumni program.

It must be realized, of course, that alumni do not exist solely as a source for contributions. They are also a source for new students. They can increase our student retention rate, by involving them in career advisory programs, and providing financial support to our needy students. They are important in soliciting political support and being effective advocates for the SUNY campuses.

Central Administration is also deeply committed to establishing an alumni/development or foundation information system that will assist the campuses in the mechanics of their programs as well as providing essential information on the success of graduates in attaining career goals. Acting Chancellor Kelly reaffirmed this commitment in a February 7, 1977 memo (see attached) to the campus presidents. A data processing system is crucial to this effort, and Jim Van Houten is working with many campuses assisting them in their understanding of the design, installation and implementation of such a system.

In order to better appreciate SUNY's fund-raising progress and compare its efforts with those of other colleges and universities, a review of private support to higher education, nationally, would be helpful. Most recent reports available indicate that voluntary support of colleges and universities, boosted by the largest annual increase in giving in the past ten years, soared to an all time high in 1975-76 to a total $2.4 billion. This is $250 million more than was given during

the previous academic year and represents a gain of 11.6%. The percentage gain in voluntary support is about the same as the estimated annual increase in total educational expenditures and marks the first time in ten years that the increase in the educational giving has kept pace with the increase in educational outlays.

According to the Council on Financial Aid to Education estimates, all donor groups increased their support last year, but it was the individual givers, the alumni and non-alumni, who lead the way to the record high. They increased their giving an estimated $155 million (15.4%) to $1.157 billion.

Gifts from alumni which had declined $23 million (-4.5% in 1974-75) gained $102 million (21.0%) in 1975-76, to $588 million.

Giving to annual funds also reached new heights. The average alumni gift increased 4.7% to $73.86. The participation rate rose to 17.9%, the highest level since 1968-69.

In other areas non-alumni provided $569 million; foundations, $549 million; business corporations, $379 million; and miscellaneous category, $195 million.

Significantly, two public institutions are among the top ten universities with the most successful development programs: the University of California system ranks second, receiving $57,480,000; the University of Minnesota seventh, receiving over $27,105,000.

Within State University, eleven institutions participate in the Trustee-pooled investment endowment fund which yields an annual income of approximately $4 million. In addition, alumni associations and campus foundations received $4,284,000 of which alumni contributed $1 million. The Foundation at the University of Buffalo received the largest amount, over $2,400,000. The grand total for SUNY's fund-raising activities is approximately $8.7 million.

There are 47.25 FTE professional and clerical staff devoted to University alumni

programming activities and 33.80 FTE's devoted to foundation activities. Over 60% of the private gifts to SUNY are received by the four campuses with full-time professional staff. The remaining 40% of the private gifts result from the collective efforts of 27 part-time employees, who give 20% or less of their time to foundation activities. Clearly, full-time staff generate a significant amount of private gifts.

More and more campuses are now hiring full-time professionals. They include Canton ATC; the Colleges at Plattsburgh, Brockport, Fredonia, and the Centers at Binghamton and Stony Brook.

A note on SUNY alumni participation illustrates its fund-raising potential. According to best estimates, 3.9% of SUNY's alumni take part in campus annual funds. The national norm is 17.9%. Interestingly, 5.9% of SUNY's alumni are participating in a campus alumni association dues program. Alumni are being aggressively solicited for association dues rather than for institutional support, a pattern we are working to reverse.

In conclusion, the emphasis of SUNY's development program is on enhancing and facilitating campus efforts; any multi-campus effort would be of secondary priority and would involve full campus consultation throughout the planning and implementation phases.

State University of New York
99 Washington Avenue
Albany, New York 12210

Office of the Executive Vice Chancellor

February 7, 1977

TO: Presidents, State University of New York

Through its 565,000 graduates, the State University of New York is making an invaluable contribution to the social, economic and cultural vitality of New York State. We believe that to measure the performance of these graduates is to measure the success of the University itself. The Middle States Association of Colleges and Secondary Schools shares this view, and recommends the long-term study of alumni achievement, both vocational and avocational. In Middle States' opinion, the yield of such a study would be a valid factor in determining whether or not an institution has achieved its objectives.

It is my understanding that, in the past, relatively little attention has been given to the maintenance of current occupational information about our alumni. I encourage you to ask your offices of institutional planning, career development, and alumni affairs to give serious consideration to a collaborative and systematic evaluation of alumni occupational performance.

The Office of University Affairs is, of course, prepared to assist you in this undertaking to the fullest extent possible.

Thanks very much.

James F. Kelly

PRESENTATION TO COMMUNITY COLLEGE PRESIDENTS, JUNE 24, GIDEON PUTNAM

One hundred four community colleges reported to the Council for Financial Assistance that they received $13.7 million in voluntary support during 1975-76, a 10% increase over gifts received in 1974-75. Of the total gifts reported, business corporations contributed 11.3% or $2.1 million, alumni 10.8% or $2,016,000, non-alumni an impressive $7 million or 37% and general welfare foundations 15.7% or $3 million.

Almost 25,000 two-year college alumni contributed $1,396,730 to their respective annual funds. The average alumni gift is $56.19 and the average rate of participation in the annual fund effort was approximately 10%. The national average for all alumni giving is 17.9%.

Within SUNY, 15 community colleges report the existence of a foundation for the purposes of receiving private gifts. Their assets total $2,328,780. The assets range from a low of $710 to a high of $593,000.

Total private gifts received by SUNY community colleges during the most recent completed fiscal year total $564,718. Alumni contributed $3,315 or approximately 1% of the total, non-alumni $274,793 or 49% of the total and corporations $216,767 or 38%.

By using the national figure for alumni giving to the community colleges as a basis, one can project an alumni giving potential of $126,000 or 38 times the present level. A total voluntary support program could yield $1,264,270 or double what the SUNY community colleges now report. The present ratio of corporate support would remain the same, non-alumni gifts would increase by approximately $130,000 and foundation support would total approximately $189,000.

How can the numbers be translated into actuality? The Brakeley development consulting firm, in their report to the Board of Trustees suggests the case for private support of the community colleges is in the most part extremely weak. According to Brakeley the general view is that the community college experience is an extension of high school and thus a more public rather than a private responsibility with some very notable exceptions. Brakeley makes the following observations:

- The more highly specialized the educational training missions are, the stronger the potential;
- For fund-raising purposes unfortunately there are few strong boards of trustees in the community colleges. However, the more the college was created in response to local corporate needs, the greater the chance that top representatives of local businesses will be found on the boards;
- Some community colleges have active foundations. Where they exist, these colleges have been able to enlist the interest and support of community leaders. Where there are no foundations or inactive ones, the colleges have had difficulty enlisting influential, prestigious community leaders either to help organize a foundation or to make an existing foundation more active and productive.

Presidential leadership is I believe the key to a publicly-supported institution seeking private support. The Brakeley team found varying degrees of enthusiasm among the presidents for fund raising. In 10 of the 18 visited, it was reasonably high. The remainder ranged from apathy to "no interest" to "we don't need private funds."

Most fund raisers would advise that the institution, specifically its president, have a deep desire and a sincere commitment to institutional advancement. Advancement is defined as the task of obtaining understanding and new resources for your particular institution.

This commitment to advancement work must be reflected in terms of adequate budget and staff support. A staff approach that Central

ADMINISTRATION RECOMMENDS TO THE COMMUNITY COLLEGES IS THAT THE ALUMNI, FOUNDATION AND COMMUNITY RELATIONS (CORPORATION, BUSINESS AND ORGANIZATIONAL SOLICITATION) FUNCTIONS SHOULD BE GIVEN A LINE SUPPORTED BY A SECRETARY. EIGHTY TO EIGHTY-FIVE PERCENT OF THIS LINE'S ACTIVITY WOULD BE DEVOTED TO NON-ALUMNI FUND RAISING PROGRAMS. THE PERSON IN THIS LINE WOULD WORK QUITE CLOSELY WITH THE PUBLIC RELATIONS STAFF PROMOTING AN AWARENESS AND INTEREST IN THE COLLEGE'S ACTIVITIES AND MISSION AS WELL AS SEEKING THE ACTIVE PARTICIPATION OF COMMUNITY LEADERS AND LEADING ALUMNI IN THE INSTITUTION'S ACTIVITIES.

THE PERSON MIGHT DEVOTE THE REMAINING 15% OF THE EFFORT TO ALUMNI RELATIONS. THE SECRETARIAL SUPPORT MIGHT BE DEVOTED TO MAINTAINING THE ALUMNI RECORDS, AS WELL AS REPORTING GIFT TRANSACTIONS, ARRANGING ON-CAMPUS EVENTS AND HANDLING THE GENERAL CORRESPONDENCE.

THE PRESIDENT HOWEVER MUST DO MORE THAN APPOINT STAFF AND DELEGATE FUND-RAISING RESPONSIBILITIES. AS FAR AS THE COMMUNITY IS CONCERNED, THE PRESIDENT IS THE INSTITUTION. THE PRESIDENT ALONE IS THE CHIEF SPOKESMAN AND CHIEF FUND RAISER FOR THE INSTITUTION PROMOTING A COMMUNITY AWARENESS OF THE INSTITUTION'S GOALS AND NEEDS. THE PRESIDENT ENLISTS COMMUNITY LEADERS TO VOLUNTEER THEIR TALENTS AND THEIR DOLLARS TO THE COLLEGE. HE ENCOURAGES THE STAFF AND IMPORTANTLY THE FACULTY TO REALIZE THE SUCCESS OF AN INSTITUION'S FUND-RAISING EFFORTS ARE A DIRECT RESULT OF THE INSTITUTION'S COMMITMENT TO THIS EFFORT.

THE PRESIDENT, PARTICULARLY IN STATE UNIVERSITY, MUST ASSUME AN AGGRESSIVE LEADERSHIP POSTURE IN ANY DEVELOPMENT EFFORT DUE TO THE VERY LIMITED UNDERSTANDING BY THE PUBLIC THAT A STATE-SUPPORTED COLLEGE NEEDS PRIVATE FUNDS. SUNY HAS NOT GENERATED THE HABIT OF GIVING AMONGST ITS CONSTITUENCIES.

BEFORE ANY INSTITUTION GOES "PUBLIC" WITH ITS NEEDS, IT MUST THOROUGHLY ANALYZE ITSELF. IT MUST PREPARE A CASE STATEMENT WHICH WOULD SPECIFY THE INSTITUTION'S GOALS, ITS PAST ACCOMPLISHMENTS, ITS DISTINCTIVE MISSION, AND ITS FUTURE OPPORTUNITIES. THE CASE IS A CONCISE SET OF PERSUADING CONCEPTS DESIGNED TO MOTIVATE PEOPLE TO DO SOMETHING ON BEHALF OF YOUR INSTITUTION.

THE DOCUMENT SHOULD NOT REFLECT SEPARATE PROGRAMS THAT ARE USEFUL AND OF QUALITY. THE INSTITUTION IS MORE THAN A SUM OF INDIVIDUALS AND SERVICES. PLANNING MUST BE APPROACHED COMPREHENSIVELY AND IN TERMS OF THE INTEGRITY OF THE INSTITUTION'S OWN LIFE. IT'S CRUCIAL THAT THE CASE PRESENT AN ATMOSPHERE WHERE EVERYONE IS TRYING TO IMPROVE AND SERVE THAT CAMPUS' PURPOSES AND GOALS. THE INSTITUTION MUST INCLUDE A BRIDGE TO EACH CONSTITUENCY. CONSTITUENCY INVOLVEMENT IS ABSOLUTELY NECESSARY IF A CASE IS TO BE MADE ABOUT THE INSTITUTION AND IF THE CONSTITUENCY IS TO UNDERSTAND IT AND RESPOND WITH ITS BENEFITS AND SUPPORT.

THE TEAM APPROACH OR TASK FORCE APPROACH IS ALMOST MANDATORY. THE PRESIDENT PARTICULARLY IN FUND-RAISING CAMPAIGNS NEEDS THE SUPPORT AND UNDERSTANDING OF THE FACULTY AND STAFF. DEPARTMENT CHAIRMEN TEND TO BE MYOPIC FOCUSING ONLY ON THEIR DEPARTMENTAL NEEDS WITHOUT A CONCERN FOR THE OVERALL INSTITUTION. VESTED INTERESTS SURFACE QUITE QUICKLY. THEREFORE THE CASE STATEMENT AND THE INSTITUTION'S NEEDS MUST BE PULLED TOGETHER IN A PLAN REFLECTING THE TOTAL INSTITUTION.

I COULD GO ON GIVING YOU SPECIFICS RELATING TO ANNUAL FUND-RAISING TECHNIQUES, MAJOR DONOR TECHNIQUES, CORPORATE SOLICITATION, ETC. MOREOVER, IT WOULD BE IMPORTANT FOR YOU TO KNOW THAT THE OFFICE OF UNIVERSITY AFFAIRS IS COMMITTED TO ASSISTING THE CAMPUSES IN THEIR VOLUNTARY SUPPORT EFFORTS.

Our office does not differentiate between community colleges and State-operated colleges. We devote equal attention to any campus that calls on us. Since the Brakeley report was presented to the Board of Trustees the Office of University Affairs has been engaged in an extensive and intensive program of educating and assisting the campuses in alumni activities. Several months ago I as coordinator of alumni affairs officially added development to my responsibilities because of the close relationship of alumni programming to development.

To date in the capacity as coordinator of alumni affairs I have made over 80 visits to 52 different campuses, sent 60 mailings to the campuses concerning alumni and development activities, have addressed 15 alumni boards, foundation boards and a community college board of trustees. We've organized, conducted and participated in 20 workshops on such topics as the annual fund, alumni and development information and gift processing systems, direct mail techniques and alumni programming activities. I've spoken before virtually every University constituency on alumni and development activities.

The Office of University Affairs staffs and assists the University's College and University Relations Council which is comprised of communications, alumni and development staff promoting an awareness of the appropriate organizational model for an institutional advancement program--one where a communications specialist, an alumni program specialist and a development/foundation specialist report to a senior officer, be it a vice president for college relations or an assistant to the president.

Most recently on June 22 our office conducted a workshop for community colleges that attracted representatives from 13 campuses to discuss alumni programming techniques for emerging alumni associations.

On June 29 the Office of University Affairs is sponsoring a workshop for all SUNY's foundation directors and campus staff who have responsibility for fund raising in order to inform them as a group of the development activities that are taking place at the campus and University-wide level and of the support that Central Administration plans to offer the campus fund-raising staffs.

We also work quite closely with the Confederation of Alumni Associations. This organization has been quite active in supporting the State University and has been quite influential in attracting the attention of the Division of the Budget, the Senate and the Assembly. The Confederation hopes to expand its communications program with campus alumni association presidents and with other influential alumni leaders. The Council's initial activity in this regard was to host the first meeting ever with the chairman of the University's Board of Trustees and all the SUNY alumni association presidents as part of the Confederation's annual conference program.

We are currently preparing a job description delineating a coordinator of development activities overall responsibilities. The primary function, of course, will be to assist the campuses in launching or strengthening the development programs just as we have done in the alumni area.

As evidence that our activities are making progress, I am pleased to report that after considerable effort and negotiations alumni positions have been approved by the Division of the Budget as legitimate, State-funded lines. You have already been contacted regarding the Division of the Budget's specifications for State-operated campuses.

Major emphasis was devoted to achieving this official recognition because we believe that alumni programming must be established

BEFORE A DEVELOPMENT EFFORT CAN BE FULLY SUCCESSFUL. WHERE THERE IS A STRONG DEVELOPMENT PROGRAM, ONE WILL INVARIABLY FIND A STRONG ALUMNI PROGRAM.

THE EMPHASIS OF SUNY'S DEVELOPMENT PROGRAM IS ON ENHANCING AND FACILITATING CAMPUS EFFORTS; ANY MULTI-CAMPUS EFFORT WOULD BE OF SECONDARY PRIORITY AND WOULD INVOLVE FULL CAMPUS CONSULTATION THROUGHOUT THE PLANNING AND IMPLEMENTATION PHASES.

WE ARE READY, WILLING AND ABLE TO SERVE YOU. IF WE DON'T HAVE THE ANSWERS, WE KNOW WHERE TO GO TO GET THEM. WE'LL QUITE POSSIBLY HAVE AVAILABLE FUNDS TO CAMPUSES TO ASSIST INNOVATIVE DEVELOPMENT PROGRAMMING CONCEPTS. I MUST EMPHASIZE LIMITED FUNDS BUT HOPEFULLY WE WILL HAVE FUNDING TO ASSIST INNOVATIVE FUND-RAISING TECHNIQUES THAT COULD BE SHARED WITH THE OTHER CAMPUSES. HOWEVER WE CAN'T DO THIS ALONE IN CENTRAL ADMINISTRATION. WE NEED YOUR COMMENTS, YOUR QUESTIONS AND YOUR ADVICE IF WE ARE TO ASSIST YOU AS BEST WE CAN.

UNIVERSITY OF CALIF.
LOS ANGELES

DEC 2 1977

CLEARINGHOUSE FOR
JUNIOR COLLEGES